



Guide to the

Combined Joint Operations From The Sea Centre Of Excellence

December 2006

References:

- A. MCM 236-03, Military Committee Concept for Centres of Excellence, 04 Dec 2003
- B. MC 324/1, NATO Military Command Structure, 16 May 2003
- C. CJOS COE Operational MOU, 31 May 2006
- D. CJOS COE Functional MOU, 31 May 2006

AIM

1. The aim of this document is to introduce and provide information on the Combined Joint Operations from the Sea (CJOS) Centre of Excellence (COE), co-located with the staff of Commander, Second Fleet (C2F) based at Norfolk, VA (USA).

BACKGROUND

2. This section will focus on three key elements of this Centre: its existence as a NATO COE, its orientation to the “operations from the sea”, and its location within C2F.

3. NATO COEs. NATO recognises the imperative to continuously evolve (transform) to ensure that NATO continues to have ready headquarters and forces to meet the full range of Alliance operations, meeting the new threats and security challenges of the 21st century.

In order to optimise transformation within the Alliance, its Nations have agreed to take advantage of national and multinational COEs (Ref A). These COEs form part of the wider framework supporting the NATO Command Arrangements, though they are not part of the NATO Command Structure (NCS, Ref B), nor are they eligible for NATO Common Funding. COEs offer recognized expertise and experience on specific military subjects, for the benefit of the Alliance and sponsoring nations, especially in support of transformation. They aim to:

- provide opportunities to enhance education and training;
- improve interoperability and capabilities;
- assist in doctrine development and/or
- test and validate concepts through experimentation.

4. Operations ‘from the Sea’. In many situations, operations ‘from the sea’ will present a viable, even preferred option. The seas will continue to play a vital role in the dynamic and uncertain situations of the modern world, and provide a unique capability to match the pace and to reflect the tone of diplomatic activity. A large number of countries continue to rely on an unhindered use of the sea for their security, prosperity and well being. Sea-based operations reduce the political complications and military risks of deploying forces (and their logistic support) for extended periods on land, whilst enabling the movement of the base of operations across 75% of the earth’s surface. If combined and joint military power is to be effectively projected in this area, all aspects must be continuously re-examined and revitalized to incorporate new concepts and technologies. This coordination and harmonization of effort requires a focused effort across all services and functional components, and through all levels of command.

5. Commander Second Fleet. C2F possesses a number of attributes and provides opportunities within the joint maritime expeditionary operating area that merit the establishment of a Combined and Joint Operations from the Sea Centre of Excellence:

- C2F is at the forefront of US Navy transformational activities;
- C2F is a major stakeholder in numerous US joint and combined exercises;

- C2F is responsible for the training and employment of a large number of assets, from Strike Carriers and Amphibious forces, to frigates and destroyers;
- C2F is a designated US JTF Commander; thus his staff make-up provides strong joint and combined focus and experience.

6. The CJOS COE was established on May 31, 2006, by the signing of two Memoranda of Understanding (MOU):

- the Operational MOU (Ref C) between the MODs of the host nation USA and twelve additional Sponsoring Nations¹; this MOU formally establishes the CJOS COE and makes provisions for its operation, funding, manning, equipment, and infrastructure, as well as for its administrative and logistical support;
- the Functional MOU (Ref D) establishes the functional relationship between HQ SACT and the CJOS COE. This MOU has been signed by SACT and the thirteen Sponsoring Nations.

CJOS COE MISSION

7. To support the transformation of joint maritime expeditionary operations, in assistance to NATO, Sponsoring Nations¹ and other international institutions/organizations.

MODUS OPERANDI

8. General. The CJOS COE uses the C2F operational programme and extensive joint and combined multi-agency working relationships to be a source of expertise for NATO transformation of combined joint expeditionary operations from the sea².

9. Tasking. Tasking of the CJOS COE is executed through a Programme of Work that is approved by the CJOS COE Steering Committee (SC)³. First priority of work is for services or products requested by HQ SACT on behalf of NATO. Within its capacity, the CJOS COE also supports the Sponsoring Nations and other customers in their Combined Joint Maritime Expeditionary Operations-related efforts to improve military effectiveness and interoperability.

10. C2F role. C2F is the CJOS Director. As such, he is a principal advisor to SACT on combined joint maritime expeditionary operations. He can, both through his COE staff but also using his

¹ The thirteen Nations, through their MODs, sponsoring the CJOS COE are: CA, FR, GE, GR, IT, NL, NO, SP, PO, RO, TU, UK, US. The formal MOU language speaks of "Sponsoring Participants" (the MODs); in day-to-day dealings, the phrase Sponsoring Nations" is used.

² These aspects include amphibious operations, sea-based joint fires, sea-based C2 (including non-maritime components), ISR, establishing and operating from a sea base, contribution to joint air defence in the littoral, logistic support to the joint force, and integration of maritime manoeuvre with other components operating in the littoral.

³ The SC is the CJOS COE executive body, consisting of representatives from the MODs of the Sponsoring Nations. The SC directs and oversees all CJOS COE activities (e.g. approval of the programme of work and budget).

wider C2F resources, provide Subject Matter Expertise on related transformational activities in support of ACT, Sponsoring Participants, ACO and other international institutions/organizations.

11. Embedding. The CJOS COE consists of personnel that for a major part are working 'embedded' within the C2F Directorates; this facilitates the cross-staff working relationships necessary to ensure the COE gains maximum access to C2F activities and lessons learned ('best practices') that support CJOS COE's Programme of Work.

12. Focus areas. The CJOS COE either develops or assists others in the development of a wide range of products and services within the CJOS field. The main focus of activities lies in the following areas:

- a. experimenting, testing, developing, validating and integrating operational concepts, doctrine, organization and capabilities;
- b. improving interoperability and standardization;
- c. providing input to the training and education process; and
- d. providing maritime expeditionary input as required.

13. Ways of achieving the mission'. In general (depending on resource availability and SC approval), CJOS COE will achieve its mission in a number of ways:

- a. by providing products/services requested by HQ SACT, other NATO organizations and Sponsoring Nations;
- b. by acting as a conduit between C2F and agencies (principally ACT) requiring venues for experimentation or trials;
- c. by promoting best practices and transformational developments available within C2F/CJOS COE;
- d. by providing an Alliance/Multi-national focus within C2F, promoting interoperability, maintaining a high profile for Alliance operations and exercises;
- e. by encouraging NATO and (multi-)national participation in US-led exercises and experiments;
- f. by the provision of requested SME to NATO and bi-/multinational exercises;
- g. by facilitating the exchange of relevant Lessons Learned from C2F experiments, exercises and operations with the respective NATO agencies (e.g. JALLC) and vice versa for NATO activities;
- h. by COE staff officers acting as bilateral points of contact for their own Nations.

CONCLUSION

14. The unique strengths of the C2F/CJOS COE combination provide a symbiotic relationship between thirteen Sponsoring Nations and NATO, continuously working to improve NATO operations from the sea. The CJOS COE must remain alert to developments in technology and NATO philosophy that will have effect on the CJOS field in the future. It must absorb lessons

learned from operations and exercises, proposing changes to doctrine, or experimental programmes to develop new techniques. It must be an unremitting proponent of interoperability, in all its guises, between services and between nations. Finally, it must encourage the development of links between the military and non-military elements of Alliance power within the CJOS playing field.

CJOS COE: “Transforming Potential into Reality”